



# ILS support tools

Leadership pathway: Individual profile EL1



# Executive Level 1 profile

Shapes strategic thinking	Achieves results	Cultivates productive working relationships	Exemplifies personal drive and integrity	Communicates with influence
<p><b>Inspires a sense of purpose and direction</b></p> <p>Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with the strategic objectives and communicates expected outcomes.</p> <p><b>Focuses strategically</b></p> <p>Understands the organisation's objectives and aligns operational activities accordingly. Considers the ramifications of issues and longer-term impact of own work and work area.</p> <p><b>Harnesses information and opportunities</b></p> <p>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds out about best practice approaches.</p> <p><b>Shows judgment, intelligence and commonsense</b></p> <p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives.</p>	<p><b>Builds organisational capability and responsiveness</b></p> <p>Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Remains flexible and responsive to changes in requirements.</p> <p><b>Marshals professional expertise</b></p> <p>Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.</p> <p><b>Steers and implements change and deals with uncertainty</b></p> <p>Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</p> <p><b>Ensures closure and delivers on intended results</b></p> <p>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</p>	<p><b>Nurtures internal and external relationships</b></p> <p>Builds and sustains relationships with a network of key people internally and externally. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs.</p> <p><b>Facilitates cooperation and partnerships</b></p> <p>Involves people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p> <p><b>Values individual differences and diversity</b></p> <p>Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.</p> <p><b>Guides, mentors and develops people</b></p> <p>Identifies learning opportunities for others and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</p>	<p><b>Demonstrates public service professionalism and probity</b></p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.</p> <p><b>Engages with risk and shows personal courage</b></p> <p>Provides impartial and forthright advice. Challenges important issues constructively, and stands by own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p><b>Commits to action</b></p> <p>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.</p> <p><b>Displays resilience</b></p> <p>Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Continues to move forward despite criticism or setbacks.</p> <p><b>Demonstrates self awareness and a commitment to personal development</b></p> <p>Self-evaluates performance and seeks feedback from others. Communicates and acts on strengths and development needs. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and accepts challenging new opportunities.</p>	<p><b>Communicates clearly</b></p> <p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p> <p><b>Listens, understands and adapts to audience</b></p> <p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p> <p><b>Negotiates persuasively</b></p> <p>Approaches negotiations with a strong grasp of the key issues, having prepared in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.</p>

# Capability descriptions and behavioural indicators

## Shapes strategic thinking

EL1

Capability	Inspires a sense of purpose and direction	Focuses strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	<p>Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with the strategic objectives and communicates expected outcomes.</p>	<p>Understands the organisation's objectives and aligns operational activities accordingly. Considers the ramifications of issues and longer-term impact of own work and work area.</p>	<p>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds out about best practice approaches.</p>	<p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Communicates with others regarding the purpose of their work and the relationship between operational activities and organisational goals.</li> <li>* Translates high-level goals and outcomes into appropriate tasks for others.</li> <li>* Conveys expectations regarding outcomes and the timely achievement of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>* Demonstrates an awareness of the implications of issues for own work and work area.</li> <li>* Thinks about the future and considers the longer-term implications of own work.</li> <li>* Understands the strategic objectives of the organisation and develops work plans accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>* Identifies critical information gaps and asks a range of questions to uncover valuable information.</li> <li>* Sources information on best practice approaches adopted in both the public and private sectors.</li> <li>* Scans the organisational environment; monitors the corporate priorities, business context and organisational culture.</li> <li>* Gathers and investigates information and alternate viewpoints from a variety of sources through formal and informal means; explores new ideas with an open mind.</li> </ul>	<ul style="list-style-type: none"> <li>* Systematically analyses information to identify relationships between factors.</li> <li>* Identifies problems and assesses their significance; takes appropriate action to resolve them.</li> <li>* Checks and clarifies information and avoids unwarranted assumptions; draws accurate conclusions and presents logical arguments.</li> <li>* Explores various possibilities and generates innovative alternatives.</li> <li>* Selects the best option from a range of potential solutions; demonstrates how recommendations solve the key problems identified.</li> </ul>

Capability	<b>Builds organisational capability and responsiveness</b>	<b>Marshals professional expertise</b>	<b>Steers and implements change and deals with uncertainty</b>	<b>Ensures closure and delivers on intended results</b>
Description	<p>Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Remains flexible and responsive to changes in requirements.</p>	<p>Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.</p>	<p>Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</p>	<p>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Identifies and utilises key individuals who will contribute to deliver the best results.</li> <li>* Evaluates projects to understand critical factors for success, and engages in activities to achieve continuous improvement.</li> <li>* Responds flexibly to changing demands whilst maintaining sight of the end goal.</li> </ul>	<ul style="list-style-type: none"> <li>* Consults internal and external experts; taps into their technical and professional knowledge and experience to improve work outcomes.</li> <li>* Contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>* Constructs project plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans.</li> <li>* Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite lack of clarity.</li> <li>* Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition.</li> </ul>	<ul style="list-style-type: none"> <li>* Regularly seeks feedback from stakeholders to gauge their satisfaction; ensures work is delivered to a high standard.</li> <li>* Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and sees tasks through to completion.</li> <li>* Monitors projects against plans; manages priorities and agrees adjustments to milestones as required.</li> </ul>

Capability	Nurtures internal and external relationships	Facilitates cooperation and partnerships	Values individual differences and diversity	Guides, mentors and develops people
Description	<p>Builds and sustains relationships with a network of key people internally and externally. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs.</p>	<p>Involves people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p>	<p>Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.</p>	<p>Identifies learning opportunities for others and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</p>
Behavioural Indicators	<ul style="list-style-type: none"> <li>* Develops and maintains a network with others internally and externally.</li> <li>* Builds and sustains relationships; liaises with a range of stakeholders including other teams, peers and colleagues across the organisation, and in other organisations.</li> <li>* Offers reciprocal assistance in achieving mutually beneficial outcomes.</li> <li>* Anticipates the needs of clients and provides courteous, prompt and professional service to them.</li> </ul>	<ul style="list-style-type: none"> <li>* Operates as an effective member of the team; works collaboratively and cooperatively; draws on team strengths.</li> <li>* Involves others and encourages their input; recognises the contributions made by other people.</li> <li>* Consults and shares information with own team and upwards; ensures people are kept informed of progress and issues.</li> </ul>	<ul style="list-style-type: none"> <li>* Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.</li> <li>* Recognises that others have different views and experience; explores their contributions and capitalises on the differing perspectives.</li> <li>* Tries to see things from the other person's perspective.</li> <li>* Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.</li> </ul>	<ul style="list-style-type: none"> <li>* Makes time for people despite competing priorities; provides guidance and offers full support when required.</li> <li>* Encourages staff to engage in development opportunities; identifies knowledge gaps and works with them to determine appropriate development activities.</li> <li>* Delegates tasks effectively; provides clear direction and articulates parameters.</li> <li>* Congratulates people on achievements and gives timely recognition for good performance.</li> <li>* Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.</li> <li>* Agrees on performance standards and conducts regular reviews; addresses under-performance promptly, identifies causes and agrees on improvement targets.</li> </ul>

Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Displays resilience	Demonstrates self awareness and a commitment to personal development
Description	<p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.</p>	<p>Provides impartial and forthright advice. Challenges important issues constructively, and stands by own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.</p>	<p>Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Continues to move forward despite criticism or setbacks.</p>	<p>Self-evaluates performance and seeks feedback from others. Communicates and acts on strengths and development needs. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and accepts challenging new opportunities.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.</li> <li>* Treats people fairly and equitably and is transparent in dealings with them.</li> <li>* Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.</li> <li>* Understands and operates within legal and public policy constraints and limitations.</li> <li>* Operates in a professional manner when representing the organisation in public and internal forums.</li> </ul>	<ul style="list-style-type: none"> <li>* Listens when own ideas are challenged; stands ground and defends own views when appropriate.</li> <li>* Challenges issues and raises objections constructively; discusses alternatives to find a way forward.</li> <li>* Provides impartial and forthright advice.</li> <li>* Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.</li> <li>* Seeks advice and assistance from colleagues and senior managers when uncertain.</li> </ul>	<ul style="list-style-type: none"> <li>* Takes the initiative; progresses work, and engages in additional tasks as required.</li> <li>* Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives.</li> <li>* Recognises and seeks to resolve issues impacting on the achievement of desired outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>* Maintains effective performance levels in highly charged or high-pressure situations.</li> <li>* Demonstrates persistence and works hard to achieve objectives.</li> <li>* Maintains an optimistic outlook and focuses on the positives in difficult situations.</li> <li>* Stays controlled when under pressure; does not react personally to criticism.</li> </ul>	<ul style="list-style-type: none"> <li>* Reflects on own behaviours and work style and considers how they impact on others and on job performance.</li> <li>* Demonstrates commitment to self-development and capitalises on opportunities to extend skills and knowledge; accepts challenging new opportunities.</li> <li>* Communicates areas of strength, and acknowledges development needs.</li> <li>* Seeks feedback on behaviour and work performance and is responsive to guidance.</li> <li>* Spends time critically analysing own performance and identifies strengths as well as development needs.</li> </ul>

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates persuasively
Description	<p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p>	<p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p>Approaches negotiations with a strong grasp of the key issues, having prepared in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Focuses on clearly communicating key points.</li> <li>* Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.</li> <li>* Presents messages confidently and selects the appropriate medium for maximum effect.</li> <li>* Structures messages clearly and succinctly, both orally and in writing.</li> </ul>	<ul style="list-style-type: none"> <li>* Adjusts presentation style on the basis of subtle non-verbal cues.</li> <li>* Maximises personal communication strengths and takes into account shortcomings.</li> <li>* Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.</li> <li>* Understands and addresses the key concerns of the audience.</li> <li>* Tailors communication style and language according to the audience's level of knowledge, skill and experience.</li> </ul>	<ul style="list-style-type: none"> <li>* Presents persuasive counter-arguments.</li> <li>* Puts forward a case firmly, without getting personal or aggressive.</li> <li>* Encourages relevant stakeholders in supporting the position.</li> <li>* Anticipates the stance of other parties in advance and positions own case accordingly.</li> <li>* Commences negotiations with a clear understanding of the organisation's objectives and desired outcomes.</li> </ul>